



Sylvia Warren (USA)

Host organization: salauno

Fellow position: Advisor to the CEO;
Commercial Director

Fellowship duration: 12 months

Degree: Statistics

Professional experience: 10 years



Summary: After nearly a decade working as a strategy consultant, Sylvia joined salauno to support the CEO with the design and implementation of various strategy projects. Throughout the fellowship, her role evolved to focus on updating salauno’s Strategic Plan for 2022-2025 and leading the commercial area that is responsible for the attraction and retention of patients.

The problem salauno aims to tackle

- **Needless blindness in Mexico:** ~77M people in Mexico have refractive errors that have not been corrected and ~16M have ocular pathologies, such as cataracts, glaucoma, and diabetic retinopathy
- **In 80% of cases, blindness can be avoided or reversed**

The solution salauno provides...

- **Access to high-quality eyecare products and services** – screenings, consultations, studies, glasses and contact lenses, pharmacy, treatments, and surgeries – via a network of 18 clinics and one surgical center in Mexico City

... contributing to the SDGs:



Opportunity for a Fellow

- Directly contribute to the health and well-being of **>5,000 patients per month**
- Bring together **strategy and implementation skills** to advance salauno’s mission: give every Mexican the possibility to see well and transform their lives
- Learn more about the **health sector in Mexico** and the **social enterprise model**
- **Work with a diverse team** of doctors, nurses, optometrists, counsellors, and administrative staff members

“My experience as a Fellow...

I have learned a lot over the past year working at salauno. After years of primarily developing health strategies for other organizations (my clients) to implement, I have seen firsthand the complexity of delivering high-quality health products and services to hundreds of people each day. I have learned about the building blocks of excellent execution – such as having a clear plan, communicating consistently, following through – while directly contributing to the health and well-being of our patients.”

- Sylvia



Sylvia’s achievements...

- **Designed and led key commercial and marketing initiatives**, including: a strategic initiative to strengthen the counselling area of **salauno**, a four-week “sprint” to start 2023 on a strong foot, the mapping of potential partners per clinic, and the implementation of localized marketing efforts per clinic (e.g., flyers, posters, audio announcements, etc.)
- **Re-structured the commercial area** to fill gaps, increase role clarity, and enable more collaboration
- **With the CEO, led the process to update salauno’s Strategic Plan for 2022-2025**, including facilitating a two-day workshop with ~30 directors and managers and doing consultations with all members of the **salauno** Board
- **Developed the revenue budget for 2023** via a collaborative process with clinics and commercial managers and determined and implemented price changes

... contributing to salauno

- 29k
 new patients reached in January – May 2023
- 12k
 patients treated in January – May 2023
- 101%
 achievement of the revenue target for January – May 2023

Sylvia’s next challenge

Continue working at **salauno** as Director of Patient Attraction and Retention (Commercial Director).